NAVRIIP

Naval Aviation Readiness Integrated Improvement Program

Leadership Communication

TOOLKIT

NAVRIIP Leadership Communications Toolkit

This Toolkit is intended to provide YOU – a NAVRIIP leader and communicator – with the information you need for yourself and to give others a clear understanding of how the naval aviation community is working together via the NAVRIIP process to improve naval aviation inter-deployment readiness.

For more information, please visit the NAVRIIP web site at *http://www.airpac.navy.mil/navriip, or* contact NAVAIR Public Affairs by calling 301-757-1487.

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NAVRIIP Objective

NAVRIIP was created to improve naval aviation readiness in the inter-deployment training cycle (IDTC). It is unique because it is a process that addresses the <u>root</u> causes of challenges to meeting Naval Aviation readiness, and because it has widespread, cross-Navy flag officer support. Issues such as training, maintenance and supply are all addressed in a coordinated systematic manner that makes best use of available resources.

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NAVRIIP History

NAVRIIP began in August 2001 when the Chief of Naval Operations tasked Commander, Naval Air Forces Pacific (CNAP) with the responsibility for overseeing all of Naval Aviation. This responsibility included making fundamental process changes in the way the Navy provides manpower, equipment and training to stateside Naval Aviation commands between deployments. Led by flag officers from 17 commands, the core of whom make up the NAVRIT – the Naval Aviation Readiness Improvement Team – NAVRIIP is defining and executing changes that will sustain near and long term non-deployed aviation readiness goals with assistance from the Thomas Group, a consulting company with expertise in process management. The primary goals are to identify requirements, balance and align interactions among operational level maintenance, intermediate level maintenance and the logistics infrastructure that support them, and identify any additional resources that may be needed.

One of the most critical parts of the NAVRIIP is the five- to six- week visit by the "Boots on the Ground" (BOG) team. The BOG team visits air stations to enable face-to-face interaction with the troops maintaining and supporting the aircraft, weapons and equipment. During this period, the top detriments to readiness are identified, processes that support readiness are mapped out and

barriers are identified. To conclude the visit, the senior NAVRIT officers are briefed on the findings and on what barriers cannot be resolved at the local level.

Recently, after a number of successful air station visits, NAVRIIP has begun to change the focus from sites to systems. Barriers common to various type, model and series (TMS) aircraft are being identified with the assistance of the program managers at NAVAIR to leverage even more efficiency across our non-deployed Naval Aviation squadrons.

NAVRIIP is planned to continue for through fiscal year 2004.

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Benefits of NAVRIIP

1 – NAVRIIP is a process for improving inter-deployment readiness.

2 – NAVRIIP will optimize the performance of the Naval Aviation Triad at all levels.

3 – NAVRIIP is important for the Fleet and National Defense now.

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Concept of Operations

The Boots on the Ground (BOG) visit is part, but not all, of the NAVRIIP process. It is a focused team effort to identify barriers, find the owners and make the systemic changes necessary to keep the barriers from coming back. Equally important are the three cross-functional teams (CFTs) that carry on the work in between visits and focus on those barriers that need to be worked above the local level. Making permanent institutional changes to keep discovered barriers from returning would be impossible without the CFTs. (The CFT team charters have been omitted from this guide to keep it short. Links to the charters posted on the NAVRIIP page of the AIRPAC website are in the table of contents at the top.) The three teams are:

- Requirements (CFT-1)
- Providers (CFT-2)
- Program/Resources (CFT-3)

At the air station level, the NAVRIIP process is lead by the senior wing commodore. On that team are also the maintenance officer and the supply officer. These three are the "Triad" that is tasked with owning, overseeing and executing NAVRIIP at the local level. This local ownership of the process has been critical in NAVRIIP's success to date. This group gets to work the details with the BOG process management experts, which includes the wrap-up with the admirals and staffers visiting the work centers and talking with technicians to get a firsthand view of the barriers the Sailors face on shore and at sea.

BOG has five very distinct interdependent phases in the process of addressing barriers to readiness.

Phase 1 - Introduces the objectives or deliverables, and establishes type commanders' expectations for NAVRIIP. Included are the decisions of which type, model, series (T/M/S) will be analyzed and what particular list of top degraders will be worked initially.

Phase 2 – Initiates BOG overview and preparation work, which includes Triad engagement, metrics and the communications process.

Phase 3 – Begins the mapping process, barrier identification and removal of non-deployed readiness system barriers.

Phase 4 – Visits begin by the Naval Aviation Readiness Improvement Team (NAVRIT) flag officers to obtain first hand communication by the flight line technicians on barriers identified. BOG out brief then occurs.

Phase 5 – Identifies phases of the barrier removal process at the local level. Barriers that cannot be removed locally are escalated Page: 4
through the TYCOMs to NAVRIIP CFT-2 with further escalation to CFT-3 as needed.

NAVRIIP Communication Plan

Purpose:

The Navy initiated NAVRIIP to improve the readiness process of Naval Aviation forces between deployments, which is officially known as the inter-deployment training cycle (IDTC).

Background – Reasons for Implementing NAVRIIP:

The preparation for non-deployed Naval Aviation forces dropped to unacceptable levels as the Navy had to trade off resources for squadrons returning from deployment for those actually en route to and at sea. Now, the Navy is ready to balance the resources more equitably through gains from time and cost efficiencies.

Specific reasons for implementing NAVRIIP are to:
- Coordinate readiness requirements with provider capabilities and appropriate Navy funding ensure the right resources and training.
- Meet non-deployed readiness training (T-ratings) requirements.
- Ensure aircraft are available for training and forecasted missions.
- Link metrics from supply and maintenance analyses to make collaborative decisions for removing barriers.

Communication Goals:

- Improved flow of information among the Triads and NAVRIIP Cross Functional Teams at all levels
- Enhanced understanding and awareness among the Naval Aviation community of NAVRIIP's value to Naval Aviation readiness
- A sense of ownership by those directly involved in the NAVRIIP process

Communication Objectives:

- To enhance effectiveness of the BOG team by informing leaders and technicians in advance
- To disseminate "satisfied customer" testimonials increasing acceptance of BOG team
- To cross feed information and "lessons learned" to all sites for faster implementation

Key Messages: Benefits of the NAVRIIP Process

Key Message 1: NAVRIIP is a process for improving non-deployed readiness.

  o **Supporting Fact 1:** NAVRIIP will increase readiness during the IDTC.

- **Proof Point 1:** NAVRIIP aims to streamline and improve training and maintenance processes for producing reading for training (RFT) aircraft.

- **Proof Point 2:** The face-to-face NAVRIIP approach reduces coordination time through organizational layers and administrative systems for quicker solutions.

- **Proof Point 3:** Cross-functional Boots on the Ground (BOG) team visits enable quick fixes to be implemented locally and systemic barriers to be elevated quickly.

- **Supporting Fact 2:** The NAVRIIP process will provide reliable planeside (operational) metrics.

  - **Proof Point 1:** NAVRIIP will use operational indicators of improvement instead of the traditional approach of increased funding request to maintain warfighter requirements.

  - **Proof Point 2:** The program's scope and boundaries empowers cross-functional teams to remove barriers to planeside readiness improvement at lowest level.

  - **Proof Point 3:** The NAVRIT will align stateside, non-deployed planeside readiness improvements with the CNO's in-service support objectives.

- **Supporting Fact 3:** NAVRIIP is designed to attain and sustain near (local) and long (systemic) term non-deployed aviation readiness goals.

  - **Proof Point 1:** NAVRIIP is building channels to improve collaboration for present and future readiness, hardware and funding requirements.

  - **Proof Point 2:** NAVAIR program managers' involvement in product-level barriers addresses the engineering and support aspects of aviation platforms and systems.

  - **Proof Point 3:** The NAVRIT is responsible for identifying and transferring useful "cycles of learning" to other units including deployed squadrons, surface and undersea units.

Key Message 2: NAVRIIP will optimize the performance of the Naval Aviation Triad at all levels.

- **Supporting Fact 1:** NAVRIIP Improves communication among Naval Aviation readiness requirements, provider and planning/programming communities.

  - **Proof Point 1:** The Readiness cross-functional team works with the CNO Readiness staff to define training requirements for primary mission and modifier-based sorties, and communicate needs to the Provider cross-functional team.

  - **Proof Point 2:** The Provider team addresses the readiness support process after a squadron identifies a barrier to improving the non-deployed readiness rate.

- **Proof Point 3:** The Programming/Planning team coordinates with Readiness and Provider teams to identify funding and operational entitlement.

- **Supporting Fact 2:** NAVRIIP improves responsiveness among Naval Aviation readiness requirements, provider and planning/programming communities.

  - **Proof Point 1:** Streamlined supply, maintenance and personnel support channels increase availability and efficiency of non-deployed squadrons.

  - **Proof Point 2:** Increased non-deployed squadron readiness rates, improve naval aviators response times to DOD warfighting efforts.

  - **Proof Point 3:** NAVRIT can direct implementation of quick fixes and a direct line to senior flag officers on actions requiring higher-level approval.

- **Supporting Fact 3:** NAVRIIP improves productivity among the Naval Aviation readiness requirements, provider and planning/programming communities.

  - **Proof Point 1:** Squadrons will have more aircraft available because of a better managed inventory of spare parts and improved intermediate and depot maintenance production.

  - **Proof Point 2:** NAVRIIP will use a total cycle time metrics that systematically identifies, measure and prioritize the key drivers of critical readiness support process

  - **Proof Point 3:** NAVRIIP's shared ownership and vision among the Triad facilitates reduces resistance and increases productivity.

Key Message 3: NAVRIIP is important to the Fleet and DOD now.

- **Supporting Fact 1:** NAVRIIP supports the CNO's Current Readiness goal.

  - **Proof Point 1:** CNAF implemented NAVRIIP to initiate a process for changing in the way the Navy delivers required resources to the fleet.

  - **Proof Point 2:** NAVRIIP achieves near and long term non-deployed aviation readiness goals.

  - **Proof Point 3:** NAVRIIP communicates lessons learned across Naval Aviation for implementation as efficiencies are identified.

- **Supporting Fact 2:** NAVRIIP increases Warfighter capabilities during the "War Against Terrorism. "

  - **Proof Point 1:** By improving current readiness rates, squadrons will have the ability to deploy quicker to support the current wartime effort.

  - **Proof Point 2:** A byproduct of NAVRIIP's communications process is an improved Naval Aviation responsiveness and flexibility.

- **Proof Point 3:** NAVRIT develops and implements strategies for the redistribution of resources from one ILS element provider to another.

- o **Supporting Fact 3:** NAVRIIP responds to the SECDEF's call for transformation.

  - **Proof Point 1:** NAVRIT will cohesively develop and implement strategies for reinvesting resources resulting from improved efficiency.

  - **Proof Point 2:** NAVRIIP provides for analysis and proposed barrier removal strategies that facilitate quick action by the NAVRIT.

  - **Proof Point 3:** NAVRIIP's reconciles actual requirements and resources according to specific missions instead of subjective flying requirements.

*NAVRIIP Benefits Talking Points Handout *

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NAVRIIP Frequently Asked Questions (FAQs)

1. WHY IS THE NAVY DOING THIS PROGRAM?
2. WHAT IS THE OBJECTIVE OF NAVRIIP?
3. HOW DO YOU PLAN TO ACCOMPLISH THAT?
4. WHAT DOES THE NAVY HOPE TO ACHIEVE WITH THIS PROGRAM?
5. WHAT IS THE COST OF THIS PROGRAM?
6. HOW LONG WILL THIS EFFORT TAKE?
7. WHY IS THE PROGRAM BEING IMPLEMENTED?
8. WHAT ARE THE MAIN PROBLEMS BEING ADDRESSED BY THIS PROGRAM?
9. WHAT ARE THE SOLUTIONS TO THOSE PROBLEMS?
10. HOW WILL THE NAVY DETERMINE IF/WHEN THE PROGRAM IS SUCCESSFUL?
11. WHAT COMMANDS ARE INVOLVED IN THIS PROGRAM?
12. HOW WILL THIS PROGRAM IMPROVE NON-DEPLOYED READINESS?
13. WHAT TANGIBLE BENEFITS/CHANGES WILL AVIATORS ON THE FLIGHT LINE SEE IF THIS PROGRAM IS SUCCESSFUL?
14. HOW WILL AVIATORS ON THE FLIGHT LINE BE INVOLVED IN THIS PROGRAM?

1. Why is the NAVY doing this program?

The Navy initiated NAVRIIP to improve the readiness process of Naval Aviation forces between deployments, which is officially known as the inter-deployment training cycle (IDTC).

The preparation for non-deployed Naval Aviation forces dropped to unacceptable levels as the Navy had to trade off resources for squadrons returning from deployment for those actually en route to and at sea. Now, the Navy is ready to balance the resources more equitably through gains from time and cost efficiencies.

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2. What is the objective of NAVRIIP?

NAVRIIP is a process that addresses the root causes of challenges to meeting Naval Aviation resource requirements, such as training, maintenance and supply, between deployments, which is officially known as the inter-deployment training cycle (IDTC). This process adds balance in the pursuit of near and long-term Naval Aviation readiness goals.

3. How do you plan to accomplish that?

Senior leaders throughout Naval Aviation are placed in three cross-functional teams under the Naval Aviation Readiness Improvement Team (NAVRIT) addressing challenges identified through NAVRIIP while redefining Naval Aviation business processes. Specific initiatives include:

- Execute plans that address Aviation Maintenance Supply Readiness (AMSR) issues, such as engine shortages and parts cannibalization
- Balance and align efforts between operational, intermediate and depot maintenance levels
- Balance and align coordination between the fleet and the the Naval Supply Systems Command, Defense Logistics Agency and Naval Aviation maintenance depots
- Balance integrated logistics support (ILS)* items for the greatest positive impact to meet readiness goals
- Integrate, align and focus readiness initiatives and organizations to accelerate readiness improvements
  *See question 9 for the description. *

4. What does the NAVY hope to achieve with this program?

The primary goal is to tie readiness, hardware and funding together so that Naval Aviation has the right funding, resources and training rating. Then non-deployed aviation readiness will improve. The first step is to identify the levels of readiness each aviation community needs to achieve throughout the inter-deployment training cycle. Then the right hardware to support those readiness levels must be made available, i.e., the NAVY must match spare parts and maintainers to each training and readiness matrix for each airframe. Finally, requirements must be funded.

5. What is the cost of this program?

The Navy has contracted with the Thomas Group of Irving, Texas, to add their program management expertise to NAVRIIP at a cost of $6.3 million per year for three years.

6. How long will this effort take?

Current plans call for a three-year effort (fiscal years 2002-2004).

7. Why is this program being implemented?

Deployed readiness of Naval Aviation forces is high. However, over a period of years, the Navy sacrificed in the area of non-deployed readiness to keep deployed forces at the highest levels of readiness. Subsequently, non-deployed readiness dropped to unacceptable levels. This makes it difficult and expensive to bring non-deployed squadrons up to the levels of readiness required to deploy. Simply throwing more money at the problem is not enough.

The process of keeping the required number of aircraft ready to fly during the inter-deployment training cycle needs to be made more efficient. This requires involvement by various commands within the Navy that have an impact on that process - the owners of the 10 integrated logistics

support elements*. The Navy needed to address this as an end-to-end process, rather than a series of independent tasks managed by separate entities. To assist them, the Navy hired the Thomas Group, a company that recently worked on the highly successful Naval Aviator Pilot Production Initiative (NAPPI). They are experts in Process Value Management.

*See question 9 for a description. *

8. What are the main problems being addressed by this program?

The main problems being addressed by this program are:

- Less than adequate integration of Naval Aviation commands, staffs and headquarters
- Lack of a clearly defined inter-deployment training cycle readiness goal (product)
- Less than optimal use of resources and a lack of spare parts to keep aircraft flying
- Shortage of qualified personnel to maintain aircraft
- Lack of money to make this all happen

9. What are the solutions to these problems?

The Navy needs to look at non-deployed readiness as a process that starts when an aviation unit returns from deployment and continues until it deploys again. To successfully navigate from one end of the process to the other requires the right resources at the right time within current budget constraints. These resources include 10 integrated logistics support (ILS) elements that address people, parts and money. The ILS elements are:

- Maintenance Planning
- Manpower/personnel
- Supply Support
- Support Equipment
- Training and Support
- Technical Data
- Computer Resources Support
- Facilities
- Packaging, Handling, Storage and Transportation Support
- Data Interface

The ILS elements must be balanced correctly, optimized and changed if necessary to achieve the desired level of readiness. To do this, Naval Aviation stakeholders must work together as a team to create a seamless process from one end of the inter-deployment training cycle (IDTC) to the other. Required readiness must be defined for each phase of the IDTC and resources applied to achieve that readiness.

10. How will the NAVY determine if/when this program is successful?

- When a clearly defined training readiness goal, based on type model series (t/m/s), is established for the inter-deployment training cycle period (IDTC)
- When an aviator or aircrew can consistently launch on a sortie with the right weapon system or equipment to meet the planned IDTC training readiness goal

- When the type commander's staff, Wing Commodores and Squadron commanding officers can effectively coordinate with supply and maintenance personnel to clearly identify, in advance, aircraft and systems requirements to meet training readiness goals for the IDTC
- When supply or maintenance personnel can manage workloads and produce sufficient numbers of parts to meet the training and readiness goals of each T/M/S in their inter-deployment training cycle
- When the OPNAV and NAVAIR staffs can make informed fiscal decisions to manage their T/M/S programs effectively especially with regards to the 10 integrated logistics support* items and specifically as they relate to parts repair and replacement processes
- When squadron and Wing Operation Officers, Training Officers, Type Commander's staff officers, Naval Supply Systems Command, Defense Logistics Agency, Commander Naval Education and Training, Bureau of Naval Personnel, NAVAIR and Office of the Chief of Naval Operations are on the same sheet of music with regard to inter-deployment training cycle training readiness goals and can clearly identify their organizations impact on reaching this goal.
- With this the NAVY can then clearly identify hard requirements and the impact for the budget process

*See question 9 for a description. *

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11. What commands are involved in this program?

The following commands are involved in the Naval Aviation Readiness Integrated Improvement Program:

- Commander, Naval Air Forces
- NAVAIR
- Commander Naval Education and Training
- Naval Supply Systems Command
- Commander, Naval Air Forces Atlantic
- Director, Air Warfare, N78
- Chief Naval Personnel Command
- United States Marine Corps Headquarters
- Commander, Naval Air Reserve Force

NAVRIIP is an active program, with cross functional teams established to identify cultural barriers, define metrics for processes, make recommendations, initiate actions and track results. Flag officers from each command meet via video teleconference on a monthly basis to track progress.

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12. How will this program improve non-deployed readiness?

The discipline of the NAVRIIP process will ensure the right airplane is available at the right time in the inter-deployment training cycle with the right equipment to complete the required sortie as mandated by individual command missions.

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13. What tangible benefits/changes will aviators on the flight line see if the program is successful?

Naval aviators see positive changes in the availability of aircraft, people and support equipment to meet training requirements and remain at the appropriate level of readiness between deployments.

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14. How will the naval aviation community on the flight line be involved in this program?

NAVRIIP consultants and active-duty subject matter experts will visit and work with type commands, air wings, aviation intermediate maintenance departments and aviation supply departments during the five- to- six week Boots on the Ground process to identify barriers and start the removal process, which includes installing and monitoring metrics that impact naval aviation readiness. In some cases, aviators may be asked to join a barrier removal team.

*See question 9 for a description. *

NAVRIIP Talking Points

Key Message 1

NAVRIIP will improve non-deployed readiness

Key Message 2

NAVRIIP will optimize Triad at every level

Key Message 3

NAVRIIP important to Fleet / DoD now

SF1
Shorten IDTC.

- ➤ Streamline training / maint.-produce mission ready aircraft
- ➤ Face-to-face for quicker solutions

SF2
Provide reliable planeside metrics

- ➤ Use operational indicators to meet requirements
- ➤ Empowers barrier removal at lowest level
- ➤ Align non-deployed readiness w/ in-service

SF3
Sustain near / long term non-deployed

- ➤ Improve collaboration-readiness, hardware, funding
- ➤ Involve PMs in product level barrier removal
- ➤ Transfer cycle-of-learning to

SF1
Improve comm. among req., provider,

- ➤ Readiness-define / comm. training requirements
- ➤ Provider-address barriers to non-deployed readiness

SF2
Improve response among req., provider, plan / prog

- ➤ Streamline supply, maint., personnel efficiency
- ➤ Increase readiness / response to DoD efforts
- ➤ Authority for quick fixes;

SF3
Improve productivity among req., provider, plan / prog

- ➤ More aircraft-better spares inventory, maintenance
- ➤ Total cycle time metrics for critical support
- ➤ Shared ownership /

SF1
Supports Current Readiness

- ➤ Process for delivering resources to fleet
- ➤ Define / sustain near-, long-term readiness goals
- ➤ Comm. lessons learned /

SF2
Increases capabilities against terrorism

- ➤ Improve readiness, deploy quicker
- ➤ Comm. improves responsiveness / flexibility
- ➤ Cohesive strategy for

SF3
Responds to SecDef trans-formation

- ➤ Cohesive strategy for reinvesting resources
- ➤ Detailed analysis-quick action on barrier removal
- ➤ Reconcile req./